

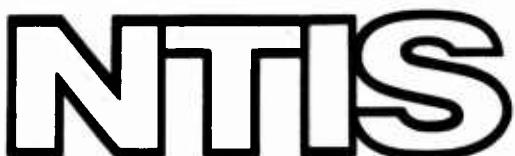
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SURVEY OF FACTORS RELATING TO THE RETENTION OF
JUNIOR OFFICERS

Army Military Personnel Center
Alexandria, Virginia

1973

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SURVEY OF
FACTORS RELATING TO THE RETENTION
OF JUNIOR OFFICERS

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FACTORS RELATING TO THE
RETENTION OF JUNIOR OFFICERS

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For a 30-day period, beginning 1 February 72, approximately 1600 company grade officers responded to a questionnaire while being separated from service for reasons other than retirement. Too few Regular Army officers were represented in this sample to produce statistically reliable data. Therefore, all data is considered representative of OTRA officer attitudes only.

Individual recall of career intentions at time of entry on active duty indicates 51 percent were opposed to a military career and 32 percent were undecided. The 16 percent favorably inclined towards a military career comprised three categories: (1) recalled Reservists or direct appointees; (2) officers without a college degree; and (3) combat arms officers. The least favorable categories were; (1) ROTC graduates; (2) those who held college degrees and (3) those who were assigned to Combat service support branches. Marital status made no difference and the older group were only slightly more favorable than the younger. (Summary of Tables A, B, C, and D)

Among married officers, the wife's influence on final career decisions (stay 17.5% vs. leave 52.7%) approximates the original career intentions (career 17.2% vs. non-career 52.4%). This may indicate that the wife's acceptance of a military career is not influenced by exposure. When married officers were queried on the satisfying and dissatisfaction aspects of military life to their wives, the most satisfying were pay, PX and commissary, medical care and prestige/status of Army officers; the least satisfying were family separation, PCS moves, superiors, Army social life/protocol, and housing. Responses reflecting the officer's attitude on these aspects show pay, by far, the most satisfying followed by duties and medical care. The most dissatisfaction was expressed with leadership of superiors and family separation. The dissatisfaction with duties (15.6%) was slightly greater than the satisfaction (13.3%). (Summary of Tables E, F, G, and H)

Those aspects which influenced over half of the officers in their final decision were:

1. Influence to leave

- a. Leadership of superiors - 67.6%
- b. PCS moves - 68.8%
- c. Personnel practices - 58.6%
- d. Regimented life - 57.7%

2. Influence to stay

- a. Pay and allowances - 78.0%
- b. Medical care - 72.0%
- c. PX - 58.7%
- d. Commissary - 56.3%

Duties and assignments were equal in influence towards leaving or staying (leave 44.8% vs. stay 45.6%). (Summary of Table 9)

Notwithstanding the 67.6% who cited leadership of superiors as an influence to leave, only 15.6% responded that none of their commanders were interested in having them remain in the Army and 7.6% indicated their commanders did not make them feel they contributed to the mission of their unit. (Summary of Tables 10 and 11)

Concerning career management, 56.5% indicated they were given the assignments they desired or were furnished a satisfactory explanation. Thirty-nine percent indicated that the management by their branch was generally acceptable (Summary of Tables 12 and 13)

Non-favorable career decisions are most frequently made before commissioning (25.2% during the first 12 months of service (27.0%) and after 24 months of service (21.7%). (Table 14)

This report was prepared by the US Army Military Personnel Center. It is based upon a survey designed to quantify factors significant in the career decisions of junior officers leaving the Army. Data was collected at sixteen selected transfer points during a thirty day period beginning 1 February 1972. Approximately 1600 company grade officers were included in the sample. Queries regarding administration should be referred to Survey Branch, Military Personnel Management Division, Personnel Management Development Directorate, US Army Military Personnel Center, Hoffman I Building, 2461 Eisenhower Avenue, Washington, DC 22331.

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PART I
JUNIOR OFFICERS ORIGINAL INTENTIONS REGARDING AN ARMY CAREER

TABLE A
JUNIOR OFFICERS BY COMPONENT

<u>Original Career Intentions</u>	<u>Total</u>	<u>RA</u>	<u>Component</u>	<u>OTRA</u>
Definite career intentions	5.4	-		5.3
Probable career intentions	11.4	-		11.2
Undecided	31.6	-		31.3
Probable non-career intentions	28.4	-		28.6
Definite non-career intentions	23.2	-		23.6
	100.0%	100.0%#		100.0%

No data shown, sample size to small for reliability.

TABLE B
JUNIOR OFFICERS BY SOURCE OF COMMISSION

<u>Original Career Intentions</u>	<u>Total</u>	<u>Commission</u>			
		<u>Military Academy</u>	<u>ROTC</u>	<u>Reserve or Direct</u>	<u>OCS</u>
Definite career intentions	5.4	-	3.0	17.8	6.9
Probable career intentions	11.4	-	9.9	20.8	11.8
Undecided	31.6	-	32.7	23.8	30.9
Probable non-career intentions	28.4	-	30.3	19.8	27.2
Definite non-career intentions	23.2	-	24.1	17.8	23.2
	100.0%	100.0%#	100.0%	100.0%	100.0%

No data shown, sample size to small for reliability.

TABLE C
JUNIOR OFFICERS BY MARITAL STATUS

<u>Original Career Intentions</u>	<u>Total</u>	<u>Marital Status</u>	
		<u>Married</u>	<u>Single</u>
Definite career intentions	5.4	6.0	4.5
Probable career intentions	11.4	11.2	11.6
Undecided	31.6	30.4	33.3
Probable non-career intentions	28.4	29.4	26.9
Definite non-career intentions	<u>23.2</u>	<u>23.0</u>	<u>23.7</u>
	100.0%	100.0%	100.0%

TABLE D
JUNIOR OFFICERS BY EDUCATIONAL LEVEL

<u>Original Career Intentions</u>	<u>Total</u>	<u>Educational Level</u>		
		<u>Less Than College Degree</u>	<u>College Degree</u>	<u>Advanced Degree</u>
Definite career intentions	5.4	17.5	2.8	1.8
Probable career intentions	11.4	24.1	9.4	3.9
Undecided	31.6	30.8	34.0	18.9
Probable non-career intentions	28.4	17.1	30.4	34.6
Definite non-career intentions	<u>23.2</u>	<u>10.5</u>	<u>23.4</u>	<u>40.8</u>
	100.0%	100.0%	100.0%	100.0%

TABLE E
JUNIOR OFFICERS BY AGE

<u>Original Career Intentions</u>	<u>Total</u>	<u>19-24</u>	<u>25-30</u>	<u>Age</u> <u>31-over</u>
Definite career intentions	5.4	4.1	5.9	-
Probable career intentions	11.4	12.9	10.5	-
Undecided	31.6	33.3	30.5	-
Probable non-career intentions	28.4	27.0	29.3	-
Definite non-career intentions	<u>23.2</u>	<u>22.7</u>	<u>23.8</u>	<u>-</u>
	100.0%	100.0%	100.0%	100.0%#

No data shown, sample size to small for reliability.

TABLE F
JUNIOR OFFICERS BY CAREER BRANCH

<u>Original Career Intentions</u>	<u>Total</u>	<u>Combat</u>	<u>Career Branch</u>	
			<u>Combat Support</u>	<u>Combat Service Support</u>
Definite career intentions	5.4	6.9	4.3	3.1
Probable career intentions	11.4	14.5	8.5	7.9
Undecided	31.6	33.9	30.1	29.2
Probable non-career intentions	28.4	25.2	33.1	28.4
Definite non-career intentions	<u>23.2</u>	<u>19.5</u>	<u>24.0</u>	<u>31.4</u>
	100.0%	100.0%	100.0%	100.0%

PART II
INFLUENCE OF VARIOUS ASPECTS OF MILITARY LIFE UPON CAREER DECISION

**SECTION
I
FAMILY ATTITUDE AND OPINIONS**

TABLE A
JUNIOR OFFICERS BY GRADE

<u>Influence of Family Separation on Final Career Decision</u>	<u>Total</u>	<u>2nd LT</u>	<u>Grade</u>
			<u>1st LT</u>
			<u>CPT</u>
Influence to stay	5.7	12.0	6.0
No influence	31.8	40.0	34.1
Influence to leave	<u>62.5</u>	<u>48.0</u>	<u>59.9</u>
	100.0%	100.0%	100.0%
			100.0%

TABLE B
JUNIOR OFFICERS BY MARITAL STATUS

<u>Influence of Family Separation on Final Career Decision</u>	<u>Total</u>	<u>Marital Status</u>
		<u>Married</u>
		<u>Single</u>
Influence to stay	5.7	5.7
No influence	31.8	17.3
Influence to leave	<u>62.5</u>	<u>77.0</u>
	100.0%	100.0%
		100.0%

TABLE C
JUNIOR OFFICERS BY GRADE

<u>Influence of Wife or Family Opinion on Final Career Decision</u>	<u>Total</u>	<u>2nd LT</u>	<u>Grade</u>	
			<u>1st LT</u>	<u>CPT</u>
Influence to stay	15.1	12.0	14.7	15.5
No influence	46.9	44.0	50.7	42.5
Influence to leave	<u>38.0</u>	<u>44.0</u>	<u>34.6</u>	<u>42.0</u>
	100.0%	100.0%	100.0%	100.0%

TABLE D
JUNIOR OFFICERS BY MARITAL STATUS

<u>Influence of Wife or Family Opinions on Final Career Decision</u>	<u>Total</u>	<u>Marital Status</u>	
		<u>Married</u>	<u>Single</u>
Influence to stay	15.1	17.5	12.1
No influence	46.9	29.8	72.5
Influence to leave	<u>38.0</u>	<u>52.7</u>	<u>15.4</u>
	100.0%	100.0%	100.0%

TABLE E
WIVES' ATTITUDES TOWARD VARIOUS ASPECTS OF MILITARY LIFE AS EXPRESSED BY
THEIR HUSBANDS *

	<u>Satisfied</u>	<u>Dissatisfied</u>
Pay and allowances	88.5	11.5
PX and commissary	81.0	19.0
Medical care	67.6	32.4
Prestige and status of Army officers	63.4	36.6
Housing facilities	34.3	65.7
Army social life and protocol	33.3	66.7
Superiors	30.0	70.0
Frequency PCS moves	15.2	84.8
Family separation	4.0	96.0

* The above data is derived from questions asking married junior officers their opinion as to how their wives felt concerning the areas above. The wives of junior officers were not directly questioned.

**SECTION
II
PERSONNEL POLICIES**

TABLE A
JUNIOR OFFICERS BY GRADE

<u>Influence of Duties And Assignments on Final Career Decision</u>	<u>Total</u>	<u>2nd LT</u>	<u>1st LT</u>	<u>Grade CPT</u>
Influence to stay	45.6	36.0	44.6	47.1
No influence	9.6	12.0	10.9	7.5
Influence to leave	<u>44.8</u>	<u>52.0</u>	<u>44.5</u>	<u>45.4</u>
	100.0%	100.0%	100.0%	100.0%

TABLE B
JUNIOR OFFICERS BY MARITAL STATUS

<u>Influence of Duties And Assignments on Final Career Decision</u>	<u>Total</u>	<u>Married</u>	<u>Marital Status Single</u>
Influence to stay	45.6	45.3	46.3
No influence	9.6	9.4	9.7
Influence to leave	<u>44.8</u>	<u>45.3</u>	<u>44.0</u>
	100.0%	100.0%	100.0%

TABLE C
JUNIOR OFFICERS BY CAREER BRANCH

Influence of Duties And Assignments on Final Career Decision	Total	Career Branch	
		Combat Support	Combat Service Support
Influence to stay	45.6	46.1	43.6
No influence	9.6	8.6	9.5
Influence to leave	44.8	45.3	46.9
	100.0%	100.0%	100.0%
			100.0%

TABLE D
JUNIOR OFFICERS BY GRADE

Influence of Personnel Practices on Final Career Decision	Total	Grade		
		2nd LT	1st LT	CPT
Influence to stay	19.1	28.0	18.6	19.3
No influence	22.3	16.0	22.5	22.1
Influence to leave	58.6	56.0	58.9	58.6
	100.0%	100.0%	100.0%	100.0%

TABLE E
JUNIOR OFFICERS BY MARITAL STATUS

<u>Influence of Personnel Practices on Final Career Decision</u>	<u>Total</u>	<u>Marital Status</u>	
		<u>Married</u>	<u>Single</u>
Influence to stay	19.1	19.2	19.0
No influence	22.3	22.7	22.1
Influence to leave	58.6	58.1	58.9
	100.0%	100.0%	100.0%

TABLE F
JUNIOR OFFICERS BY CAREER BRANCH

<u>Influence of Personnel Practices on Final Career Decision</u>	<u>Total</u>	<u>Career Branch</u>		
		<u>Combat</u>	<u>Combat Support</u>	<u>Combat Service Support</u>
Influence to stay	19.1	19.8	19.0	17.7
No influence	22.3	21.5	23.6	22.2
Influence to leave	58.6	58.7	57.4	60.1
	100.0%	100.0%	100.0%	100.0%

TABLE G
JUNIOR OFFICERS BY GRADE

<u>Influence of Promotion Opportunities on Final Career Decision</u>	<u>Total</u>	<u>2nd LT</u>	<u>1st LT</u>	<u>Grade CPT</u>
Influence to stay	39.6	28.0	33.9	46.5
No influence	21.9	20.0	21.7	22.2
Influence to leave	<u>38.5</u>	<u>52.0</u>	<u>44.4</u>	<u>31.3</u>
	100.0%	100.0%	100.0%	100.0%

TABLE H
JUNIOR OFFICERS BY MARITAL STATUS

<u>Influence of Promotion Opportunities On Final Career Decision</u>	<u>Total</u>	<u>Married</u>	<u>Marital Status Single</u>
Influence to stay	39.6	39.5	40.3
No influence	21.9	21.2	22.7
Influence to leave	<u>38.5</u>	<u>39.3</u>	<u>37.0</u>
	100.0%	100.0%	100.0%

TABLE I
JUNIOR OFFICERS BY CAREER BRANCH

<u>Influence of Promotion Opportunities on Final Career Decision</u>	<u>Total</u>	<u>Career Branch</u>	
		<u>Combat Service</u>	<u>Combat Service Support</u>
Influence to stay	39.6	42.3	38.8
No influence	21.9	21.6	20.3
Influence to leave	<u>38.5</u>	<u>36.1</u>	<u>40.9</u>
	100.0%	100.0%	100.0%
			100.0%

TABLE J
JUNIOR OFFICERS BY GRADE

<u>Influence of Officer Efficiency Report on Final Career Decision</u>	<u>Total</u>	<u>Grade</u>		
		<u>2nd LT</u>	<u>1st LT</u>	<u>CPT</u>
Influence to stay	21.0	16.0	21.2	21.2
No influence	46.7	52.0	49.4	43.6
Influence to leave	<u>32.3</u>	<u>32.0</u>	<u>29.4</u>	<u>35.2</u>
	100.0%	100.0%	100.0%	100.0%

TABLE K
JUNIOR OFFICERS BY MARITAL STATUS

<u>Influence of Officer Efficiency Report on Final Career Decision</u>	<u>Total</u>	<u>Marital Status</u>	
		<u>Married</u>	<u>Single</u>
Influence to stay	21.0	21.4	20.5
No influence	46.7	43.9	50.6
Influence to leave	<u>32.3</u>	<u>34.7</u>	<u>28.9</u>
	100.0%	100.0%	100.0%

TABLE L
JUNIOR OFFICERS BY CAREER BRANCH

<u>Influence of Officer Efficiency Report on Final Career Decision</u>	<u>Total</u>	<u>Career Branch</u>		
		<u>Combat</u>	<u>Combat Support</u>	<u>Service Support</u>
Influence to stay	21.0	26.1	18.7	13.4
No influence	46.7	41.4	51.0	52.2
Influence to leave	<u>32.3</u>	<u>32.5</u>	<u>30.3</u>	<u>34.4</u>
	100.0%	100.0%	100.0%	100.0%

TABLE M
JUNIOR OFFICERS BY GRADE

<u>Influence of Regimented Life on Final Career Decision</u>	<u>Total</u>	<u>2nd LT</u>	<u>Grade</u> <u>1st LT</u>	<u>CPT</u>
Influence to stay	14.2	12.0	13.8	14.5
No influence	28.3	20.0	27.8	29.0
Influence to leave	<u>57.5</u>	<u>68.0</u>	<u>58.4</u>	<u>56.5</u>
	100.0%	100.0%	100.0%	100.0%

TABLE N
JUNIOR OFFICERS BY MARITAL STATUS

<u>Influence of Regimented Life on Final Career Decision</u>	<u>Total</u>	<u>Marital Status</u>	
		<u>Married</u>	<u>Single</u>
Influence to stay	14.2	13.5	15.1
No influence	28.3	29.7	26.1
Influence to leave	<u>57.5</u>	<u>56.8</u>	<u>58.8</u>
	100.0%	100.0%	100.0%

TABLE O
JUNIOR OFFICERS BY CAREER BRANCH

Influence of Regimented Life on Final Career Decision	Total	Career Branch	
		Combat Support	Combat Service Support
Influence to stay	14.2	16.6	12.0
No influence	28.3	28.9	28.2
Influence to leave	<u>57.5</u>	<u>54.5</u>	<u>59.8</u>
	100.0%	100.0%	100.0%
			100.0%

TABLE P
JUNIOR OFFICERS BY GRADE

Influence of Superiors' Leadership on Final Career Decision	Total	Grade		
		2nd LT	1st LT	CPT
Influence to stay	17.9	16.4	19.6	18.0
No influence	14.5	11.6	16.1	12.5
Influence to leave	<u>67.6</u>	<u>72.0</u>	<u>64.3</u>	<u>69.5</u>
	100.0%	100.0%	100.0%	100.0%

TABLE Q
JUNIOR OFFICERS BY MARITAL STATUS

<u>Influence of Superiors' Leadership on Final Career Decision</u>	<u>Total</u>	<u>Marital Status</u>	
		<u>Married</u>	<u>Single</u>
Influence to stay	17.9	17.6	18.5
No influence	14.5	15.0	13.7
Influence to leave	<u>67.6</u>	<u>67.4</u>	<u>67.8</u>
	100.0%	100.0%	100.0%

TABLE R
JUNIOR OFFICERS BY CAREER BRANCH

<u>Influence of Superiors' Leadership on Final Career Decision</u>	<u>Total</u>	<u>Career Branch</u>	
		<u>Combat Support</u>	<u>Combat Service Support</u>
Influence to stay	17.9	17.5	19.6
No influence	14.5	13.9	14.0
Influence to leave	<u>67.6</u>	<u>68.6</u>	<u>66.4</u>
	100.0%	100.0%	100.0%

TABLE S
JUNIOR OFFICERS BY GRADE

<u>Influence of Permanent Station</u> <u>Changes on Final Career Decision</u>	<u>Total</u>	<u>2nd LT</u>	<u>Grade</u>	
			<u>1st LT</u>	<u>CPT</u>
Influence to stay	9.6	12.0	9.2	10.0
No influence	29.6	40.0	31.8	26.1
Influence to leave	<u>60.8</u>	<u>48.0</u>	<u>59.0</u>	<u>63.9</u>
	100.0%	100.0%	100.0%	100.0%

TABLE T
JUNIOR OFFICERS BY MARITAL STATUS

<u>Influence of Permanent Station</u> <u>Changes on Final Career Decision</u>	<u>Total</u>	<u>Marital Status</u>	
		<u>Married</u>	<u>Single</u>
Influence to stay	9.6	7.5	12.8
No influence	29.6	23.2	39.1
Influence to leave	<u>60.8</u>	<u>69.3</u>	<u>48.1</u>
	100.0%	100.0%	100.0%

TABLE U
JUNIOR OFFICERS BY CAREER BRANCH

<u>Influence of Permanent Station Changes on Final Career Decision</u>	<u>Total</u>	<u>Combat</u>	<u>Career Branch</u>	
			<u>Combat Support</u>	<u>Combat Service Support</u>
Influence to stay	9.6	12.0	5.7	10.1
No influence	29.6	29.2	29.8	29.0
Influence to leave	60.8	58.8	64.5	60.9
	100.0%	100.0%	100.0%	100.0%

**SECTION
III
ARMY PAY AND BENEFITS**

TABLE A
JUNIOR OFFICERS BY GRADE

<u>Influence of Pay and Allowances on Final Career Decision</u>	<u>Total</u>	<u>Grade</u>		
		<u>2nd LT</u>	<u>1st LT</u>	<u>CPT</u>
Influence to stay	78.0	64.0	72.9	84.3
No influence	12.4	20.0	14.9	9.5
Influence to leave	9.6	16.0	12.2	6.2
	100.0%	100.0%	100.0%	100.0%

TABLE B
JUNIOR OFFICERS BY MARITAL STATUS

<u>Influence of Pav and Allowances on Final Career Decision</u>	<u>Total</u>	<u>Marital Status</u>	
		<u>Married</u>	<u>Single</u>
Influence to stay	78.0	78.7	77.1
No influence	12.4	12.2	12.8
Influence to leave	9.6	9.1	10.1
	100.0%	100.0%	100.0%

TABLE C
JUNIOR OFFICERS BY GRADE

<u>Influence of Retirement Benefits on Final Career Decision</u>	<u>Total</u>	<u>Grade</u>		
		<u>2nd LT</u>	<u>1st LT</u>	<u>CPT</u>
Influence to stay	69.0	48.0	67.7	71.2
No influence	27.9	44.0	28.3	26.9
Influence to leave	<u>3.1</u>	<u>8.0</u>	<u>4.0</u>	<u>1.9</u>
	100.0%	100.0%	100.0%	100.0%

TABLE D
JUNIOR OFFICERS BY MARITAL STATUS

<u>Influence of Retirement Benefits on Final Career Decision</u>	<u>Total</u>	<u>Marital Status</u>	
		<u>Married</u>	<u>Single</u>
Influence to stay	69.0	68.5	70.0
No influence	27.9	28.3	27.1
Influence to leave	<u>3.1</u>	<u>3.2</u>	<u>2.9</u>
	100.0%	100.0%	100.0%

TABLE E
JUNIOR OFFICERS BY GRADE

<u>Influence of Medical Care on Final Career Decision</u>	<u>Total</u>	<u>2nd LT</u>	<u>Grade 1st LT</u>	<u>CPT</u>
Influence to stay	72.0	56.0	70.0	74.5
No influence	18.4	28.0	20.3	16.0
Influence to leave	<u>9.6</u>	<u>16.0</u>	<u>9.7</u>	<u>9.5</u>
	100.0%	100.0%	100.0%	100.0%

TABLE F
JUNIOR OFFICERS BY MARITAL STATUS

<u>Influence of Medical Care on Final Career Decision</u>	<u>Total</u>	<u>Married</u>	<u>Marital Status</u>	<u>Single</u>
Influence to stay	72.0	72.0		71.9
No influence	18.4	15.9		22.1
Influence to leave	<u>9.6</u>	<u>12.1</u>		<u>6.0</u>
	100.0%	100.0%		100.0%

TABLE G
JUNIOR OFFICERS BY GRADE

<u>Influence of Post Exchange on Final Career Decision</u>	<u>Total</u>	<u>2nd LT</u>	<u>Grade</u> <u>1st LT</u>	<u>CPT</u>
Influence to stay	58.7	60.0	60.2	57.0
No influence	34.9	28.0	34.0	36.4
Influence to leave	<u>6.4</u>	<u>12.0</u>	<u>5.8</u>	<u>6.6</u>
	100.0%	100.0%	100.0%	100.0%

TABLE H
JUNIOR OFFICERS BY MARITAL STATUS

<u>Influence of Post Exchange on Final Career Decision</u>	<u>Total</u>	<u>Marital Status</u>	
		<u>Married</u>	<u>Single</u>
Influence to stay	58.7	59.0	58.5
No influence	34.9	33.9	36.2
Influence to leave	<u>6.4</u>	<u>7.1</u>	<u>5.3</u>
	100.0%	100.0%	100.0%

TABLE I
JUNIOR OFFICERS BY GRADE

<u>Influence of Commissary on Final Career Decision</u>	<u>Total</u>	<u>Grade</u>		
		<u>2nd LT</u>	<u>1st LT</u>	<u>CPT</u>
Influence to stay	56.3	56.0	58.1	54.2
No influence	37.4	36.0	36.3	38.8
Influence to leave	6.3	8.0	5.6	7.0
	100.0%	100.0%	100.0%	100.0%

TABLE J
JUNIOR OFFICERS BY MARITAL STATUS

<u>Influence of Commissary on Final Career Decision</u>	<u>Total</u>	<u>Marital Status</u>	
		<u>Married</u>	<u>Single</u>
Influence to stay	56.3	59.1	52.5
No influence	37.4	33.8	42.5
Influence to leave	6.3	7.1	5.0
	100.0%	100.0%	100.0%

TABLE K
JUNIOR OFFICERS BY GRADE

<u>Influence of Career and Job Security on Final Career Decision</u>	<u>Total</u>	<u>2nd LT</u>	<u>Grade</u>	
			<u>1st LT</u>	<u>CPT</u>
Influence to stay	49.6	40.0	45.3	55.1
No influence	28.4	28.0	31.5	24.9
Influence to leave	<u>22.0</u>	<u>32.0</u>	<u>23.2</u>	<u>20.0</u>
	100.0%	100.0%	100.0%	100.0%

TABLE L
JUNIOR OFFICERS BY MARITAL STATUS

<u>Influence of Career and Job Security on Final Career Decision</u>	<u>Total</u>	<u>Married</u>	<u>Marital Status</u>	
			<u>Single</u>	
Influence to stay	49.6	49.9		49.2
No influence	28.4	27.0		30.4
Influence to leave	<u>22.0</u>	<u>23.1</u>		<u>20.4</u>
	100.0%	100.0%		100.0%

TABLE M
JUNIOR OFFICERS BY GRADE

<u>Influence of Housing on Final Career Decision</u>	<u>Total</u>	<u>Grade</u>		
		<u>2nd LT</u>	<u>1st LT</u>	<u>CPT</u>
Influence to stay	23.7	24.0	23.7	23.8
No influence	33.9	44.0	34.3	33.1
Influence to leave	<u>42.4</u>	<u>32.0</u>	<u>42.0</u>	<u>43.1</u>
	100.0%	100.0%	100.0%	100.0%

TABLE N
JUNIOR OFFICERS BY MARITAL STATUS

<u>Influence of Housing on Final Career Decision</u>	<u>Total</u>	<u>Marital Status</u>	
		<u>Married</u>	<u>Single</u>
Influence to stay	23.7	25.3	21.5
No influence	33.9	31.6	37.2
Influence to leave	<u>42.4</u>	<u>43.1</u>	<u>41.3</u>
	100.0%	100.0%	100.0%

SECTION
IV
EDUCATIONAL AND JOB OPPORTUNITIES

TABLE A
JUNIOR OFFICERS BY GRADE

Influence of Military Educational Opportunities on Final Career Decision	Total	2nd LT	Grade	1st LT	CPT
Influence to stay	31.9	16.0	31.4	33.1	
No influence	55.6	64.0	55.7	55.4	
Influence to leave	12.5	20.0	12.9	11.5	
	100.0%	100.0%	100.0%	100.0%	100.0%

TABLE B
JUNIOR OFFICERS BY EDUCATIONAL LEVEL

Influence of Military Educational Opportunities on Final Career Decision	Total	Less Than College Degree	College Degree	Educational Level	Advanced Degree
Influence to stay	31.9	47.3	30.4	30.4	20.5
No influence	55.6	38.7	57.8	57.8	66.8
Influence to leave	12.5	14.0	11.8	11.8	12.7
	100.0%	100.0%	100.0%	100.0%	100.0%

TABLE C
JUNIOR OFFICERS BY GRADE

<u>Influence of Civilian Educational Opportunities on Final Career Decision</u>	<u>Total</u>	<u>2nd LT</u>	<u>1st LT</u>	<u>Grade</u>
				<u>CPT</u>
Influence to stay	38.4	20.0	37.0	40.1
No influence	45.8	56.0	46.8	44.9
Influence to leave	<u>15.8</u>	<u>24.0</u>	<u>16.2</u>	<u>15.0</u>
	100.0%	100.0%	100.0%	100.0%

TABLE D
JUNIOR OFFICERS BY EDUCATIONAL LEVEL

<u>Influence of Civilian Educational Opportunities on Final Career Decision</u>	<u>Total</u>	<u>Educational Level</u>		
		<u>Less Than College Degree</u>	<u>College Degree</u>	<u>Advanced Degree</u>
Influence to stay	38.4	49.7	37.5	27.1
No influence	45.8	29.1	47.9	58.9
Influence to leave	<u>15.8</u>	<u>21.2</u>	<u>14.6</u>	<u>14.0</u>
	100.0%	100.0%	100.0%	100.0%

TABLE E
JUNIOR OFFICERS BY GRADE

<u>Influence of Civilian Job Opportunities on Final Career Decision</u>	<u>Total</u>	<u>2nd LT</u>	<u>Grade</u>	
			<u>1st LT</u>	<u>CPT</u>
Influence to stay	15.5	20.0	15.0	15.1
No influence	38.5	24.0	36.9	40.5
Influence to leave	<u>46.0</u>	<u>56.0</u>	<u>48.1</u>	<u>44.4</u>
	100.0%	100.0%	100.0%	100.0%

TABLE F
JUNIOR OFFICERS BY EDUCATIONAL LEVEL

<u>Influence of Civilian Job Opportunities on Final Career Decision</u>	<u>Total</u>	<u>Less Than College Degree</u>	<u>College Degree</u>	<u>Advanced Degree</u>
Influence to stay	15.5	20.6	14.7	11.8
No influence	38.5	51.6	36.0	32.5
Influence to leave	<u>46.0</u>	<u>27.8</u>	<u>49.3</u>	<u>55.7</u>
	100.0%	100.0%	100.0%	100.0%

SECTION V
IMPORTANCE OF VARIOUS CAREER ASPECTS

RANKED ORDER OF VARIOUS ASPECTS OF MILITARY LIFE

	<u>Most Satisfying</u>		<u>Most Dissatisfying</u>
Pay	51.3	Leadership of superiors	40.6
Duties	12.3	Family separation	27.0
Medical care	11.7	Duties	15.6
Retirement benefits	9.0	Frequent PCS	6.8
PX and commissary	8.4	Social life	3.9
Social life	3.7	Housing	3.3
Frequent PCS	1.7	Medical care	1.1
Leadership of superiors	1.0	Pay	.9
Housing	.8	PX and commissary	.7
Family separation	<u>.1</u>	Retirement benefits	<u>.1</u>
	100.0%		100.0%

MOST IMPORTANT ASPECT IN CHOOSING A CAREER

Interesting work	53.2
Personal freedom	18.6
Advancement opportunities	12.4
Learning and training opportunities	3.6
Steady and secure work	3.3
Pay	2.9
Leadership opportunities	2.7
Highly respected job	1.8
Retirement, medical, fringe benefits	<u>1.5</u>
	100.0%

**PART III
BRANCH AND SUPERIORS' MANAGEMENT**

TABLE A
JUNIOR OFFICERS BY CAREER BRANCH

Extent to Which Commanders Were Interested in Junior Officers Remaining in the Army	Total	Career Branch		
		Combat	Combat Support	Combat Service Support
All of them	11.7	11.7	9.9	14.0
Most of them	29.1	32.6	29.2	22.4
Some of them	43.6	42.4	45.1	44.0
None of them	15.6	13.3	15.8	19.6
	100.0%	100.0%	100.0%	100.0%

TABLE B
JUNIOR OFFICERS BY EDUCATIONAL LEVEL

Extent to Which Commanders Were Interested in Junior Officers Remaining in the Army	Total	Educational Level		
		Less Than College Degree	College Degree	Advanced Degree
All of them	11.7	10.2	10.5	19.7
Most of them	29.1	26.2	30.0	27.5
Some of them	43.6	48.3	43.7	38.0
None of them	15.6	15.3	15.8	14.8
	100.0%	100.0%	100.0%	100.0%

TABLE C
JUNIOR OFFICERS BY CAREER BRANCH

<u>Extent to Which Commanders Made Junior Officers Feel They Contributed to Units' Mission</u>	<u>Total</u>	<u>Career Branch</u>		
		<u>Combat</u>	<u>Combat Support</u>	<u>Combat Service Support</u>
All of them	17.6	18.1	17.6	16.5
Most of them	36.9	39.2	36.8	31.9
Some of them	37.9	37.1	37.5	42.4
None of them	<u>7.6</u>	<u>5.6</u>	<u>8.1</u>	<u>9.2</u>
	100.0%	100.0%	100.0%	100.0%

TABLE D
JUNIOR OFFICERS BY EDUCATIONAL LEVEL

<u>Extent to Which Commanders Made Junior Officers Feel They Contributed to Units' Mission</u>	<u>Total</u>	<u>Educational Level</u>		
		<u>Less Than College Degree</u>	<u>College Degree</u>	<u>Advanced Degree</u>
All of them	17.6	16.9	17.0	21.1
Most of them	36.9	38.9	36.6	35.5
Some of them	37.9	36.9	38.8	35.5
None of them	<u>7.6</u>	<u>7.3</u>	<u>7.6</u>	<u>7.9</u>
	100.0%	100.0%	100.0%	100.0%

TABLE E
JUNIOR OFFICERS BY CAREER BRANCH

Consideration of Junior Officers' Personal Desires Concerning Branch and Duty Assignments by Career Branch	Total	Career Branch		
		Combat	Combat Service	Combat Service Support
Yes	37.3	29.8	44.3	43.4
No, with satisfactory explanation	19.2	19.7	18.3	19.4
No, without satisfactory explanation	43.5	50.5	37.4	37.2
	100.0%	100.0%	100.0%	100.0%

TABLE F
JUNIOR OFFICERS BY CAREER BRANCH

General Acceptability of Branch Management by Career Branch	Total	Career Branch		
		Combat	Combat Service	Combat Service Support
Yes	39.0	36.6	41.7	40.3
No	40.6	43.2	38.5	37.9
No opinion	20.4	20.2	19.8	21.8
	100.0%	100.0%	100.0%	100.0%

PART

IV

TIME PERIOD WHEN JUNIOR OFFICERS' DECISION TO LEAVE THE ARMY WAS MADE

TABLE A
JUNIOR OFFICERS BY COMPONENT

Time Period When Junior Officers' Decision to Leave the Army Was Made	Total	RA	Component	OTRA
Prior to receipt of Commission	25.2	-		25.5
During first year	27.0	-		27.0
13-15 months	8.1	-		8.0
16-18 months	7.8	-		7.9
19-21 months	5.2	-		5.2
22-24 months	5.0	-		5.1
25-30 months	10.3	-		10.3
After 31 months	11.4	-		11.0
	100.0%	100.0%#		100.0%

No data shown, sample size to small for reliability

TABLE B
JUNIOR OFFICERS BY SOURCE OF COMMISSION

Time Period When Junior Officers' Decision To Leave the Army Was Made	Total	Source of Commission			
		Military Academy	ROTC	Reserve or Direct	OCS
Prior to receipt of commission	25.2	-	24.4	19.1	27.3
During first year	27.0	-	33.3	23.5	18.6
13-15 months	8.1	-	7.9	10.6	8.2
16-18 months	7.8	-	8.1	10.6	6.9
19-21 months	5.2	-	5.7	4.3	4.8
22-24 months	5.0	-	4.0	5.3	6.5
25-30 months	10.3	-	10.4	6.4	10.6
After 31 months	11.4	-	6.2	20.2	17.1
		100.0%	100.0%*	100.0%	100.0%
					100.0%

No data shown, sample size to small for reliability.

TABLE C
JUNIOR OFFICERS BY MARITAL STATUS

<u>Time Period When Junior Officers' Decision to Leave the Army Was Made</u>	<u>Total</u>	<u>Marital Status</u>	
		<u>Married</u>	<u>Single</u>
Prior to receipt of commission	25.2	25.3	25.0
During first year	27.0	25.6	28.7
13-15 months	8.1	6.6	10.3
16-18 months	7.8	8.2	7.3
19-21 months	5.2	6.1	3.9
22-24 months	5.0	5.0	5.1
25-30 months	10.3	11.6	8.5
After 31 months	<u>11.4</u>	<u>11.6</u>	<u>11.2</u>
	100.0%	100.0%	100.0%

TABLE D
JUNIOR OFFICERS BY EDUCATIONAL LEVEL

<u>Time Period When Junior Officers' Decision to Leave the Army Was Made</u>	<u>Total</u>	<u>Educational Level</u>		
		<u>Less Than College Degree</u>	<u>College Degree</u>	<u>Advanced Degree</u>
Prior to receipt of commission	25.2	13.3	25.5	39.7
During first year	27.0	18.3	27.9	33.2
13-15 months	8.1	8.3	8.6	5.7
16-18 months	7.8	7.3	8.2	7.0
19-21 months	5.2	7.3	5.3	2.2
22-24 months	5.0	7.0	5.0	2.2
25-30 months	10.3	11.3	11.0	5.2
After 31 months	11.4	27.2	8.5	4.8
	100.0%	100.0%	100.0%	100.0%

TABLE E
JUNIOR OFFICERS BY AGE

Time Period When Junior Officers' Decision to Leave the Army Was Made	Total	Age		
		19-24	25-30	31 or over
Prior to receipt of Commission	25.2	24.9	25.4	-
During first year	27.0	33.0	23.8	-
13-15 months	8.1	10.7	6.7	-
16-18 months	7.8	8.3	7.7	-
19-21 months	5.2	5.5	5.1	-
22-24 months	5.0	3.6	5.7	-
25-30 months	10.3	7.1	12.1	-
After 31 months	<u>11.4</u>	<u>6.9</u>	<u>13.5</u>	-
	100.0%	100.0%	100.0%	100.0%#

No data shown, sample size too small for reliability.

TABLE F
JUNIOR OFFICERS BY CAREER BRANCH

<u>Time Period When Junior Officers' Decision to Leave the Army Was Made.</u>	<u>Total</u>	<u>Career Branch</u>		
		<u>Combat</u>	<u>Combat Support</u>	<u>Service Support</u>
Prior to receipt of commission	25.2	21.9	26.8	31.1
During first year	27.0	25.3	29.5	25.5
13-15 months	8.1	10.2	4.6	8.7
16-18 months	7.8	7.8	7.9	7.3
19-21 months	5.2	5.5	5.2	4.8
22-24 months	5.0	5.5	5.0	3.9
25-30 months	10.3	8.0	12.7	12.0
After 31 months	11.4	15.8	8.3	6.7
	100.0%	100 .0%	100.0%	100.0%